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DD/S

23 NOV 1955

55-3116

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT : Personnel Ceiling of the Office of Training

REFERENCE : (a) Memo dtd 23 Sept. 1955 fr DTR to DD/S, same subject  
(b) DD/S Memo for Record, dtd 22 Oct. 1955, same subject

25X9A2 1. Reference (a) showed how the Office of Training proposed to distribute its personnel within the currently authorized ceiling of [REDACTED] and made a request for a ceiling increase of [REDACTED] which it considered to be justified in terms of essential functions and responsibilities. Reference (b) recorded the request of DD/S that OTR restudy the problem of accommodating to the [REDACTED] ceiling, recognizing that any increase would require extremely strong justification.

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2. At the time of the first study, internal ceilings within the [REDACTED] were allocated to the various OTR components. A careful review of these allocations has not disclosed how they can be significantly altered. Therefore, no change is proposed.

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25X9A2 3. A restudy of the [REDACTED] additional positions requested has resulted in some modifications, however, as follows:

25X9A2 a. Positions for Support and Maintenance of [REDACTED] 25X1A6a

25X9A2 At the time of the freeze, the on-duty strength of this element was [REDACTED] positions were requested in order to bring the unit up to authorized strength. The reasons for doing this are still considered valid, but inasmuch as the possibility of contracting for these services is being currently explored, it is proposed to stabilize this unit at [REDACTED] for the present.

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25X9A2 b. Positions for Area Training

25X9A2 These positions were intended to provide a modest capability for increasing the area knowledge of Agency employees, and reflect the attempt of OTR to meet the recommendations of the Jackson, Doolittle, and Clark Committees on the subject. Recognizing that the present situation is not favorable to the programming of a new activity, OTR plans to put its proposal for conducting area studies

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x in abeyance until such time as the Agency identifies it as meeting an urgent requirement, even though it already has the wholehearted endorsement of DD/P and DD/I.

c. Five Statistical Clerks for A & E Staff

✓ The need remains as previously stated. It is possible, however, that the number needed can be reduced to three by shifting certain functions and reducing certain capabilities in the interest of increasing overall efficiency in the meeting of priority requirements.

d. Two Positions for the Production of Intelligence Literature

25X9A2 x The initial brochure published by this activity and the idea behind it have received considerable praise from the IAC Agencies as well as from individuals within CIA. But OTR cannot provide two slots for it within the [ ] ceiling.

25X9 e. [ ] Instructors for the Operations School

x The case for the Operations School remains as previously stated. However, recent attrition will allow the School to absorb the seven on-board PM instructors under its current internal ceiling; the eight other positions asked for, being vacant, are relinquished because the urgency of the need cannot be specifically documented. It is reiterated that the Operations School suffered heavily by the freeze, being considerably under strength at the time. It is clear that this further reduction of the School to the bare minimum will result in:

- (1) discontinuance of specially tailored tutorial training, for which there is an increasing number of urgent requests;
- (2) reduction in the capability to conduct covert training;
- (3) inability to release instructors for TDY assignments overseas.

f. Eleven Positions for Clerical Training

25X9A2 Eleven persons, now on board, are conducting clerical training. Juggling of the [ ] positions has not succeeded in producing

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11 slots to accommodate this activity within the ceiling. Since these persons were counted within the [redacted] at the moment of the freeze, the question arises as to what has happened to their slots. In effect, their slots have been used to take care of persons on board but official action not completed at the time of the freeze, or have gone to provide vacancies for persons already committed, or to maintain essential slots waiting to be filled. Provision for this unit by utilizing positions vacated by attrition in other units would weaken the other units to an unacceptable degree. Recent study of the clerical situation reveals that initial tests show that about 50% of the typists coming into the Agency fail to meet minimum standards of proficiency; the weakness of stenographers is even greater. Individuals who fail these initial tests go into clerical training, where they are brought up to minimum standards before going on the job. It is believed that abandonment of this training activity would have a serious effect on the Agency generally.

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g. Two Positions for the Reading Improvement Program

The case for these positions rests on the statement made in the initial study. Elements of DD/I have found this program of particular value.

h. Three Positions for DD/S Instruction, Basic School

The internal ceiling of the Basic School has been reached without the three individuals nominated by DD/S offices being counted. [redacted], from the Office of Personnel, has been brought aboard in a slot which had been set aside for an instructor in management; Mr. [redacted] the Office of the Comptroller, is unofficially on board; [redacted], from the Office of Logistics is waiting to be picked up. The latter two offices are pressing OTR to initiate actions on [redacted] and [redacted] who have been relieved of their former responsibilities. There are no vacant slots into which these men can be brought. It is nevertheless believed to be considerably in the DD/S interest to have these men in OTR to provide instruction and guidance in their respective fields.

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4. The OTR proposal is, then, to allocate the [redacted] positions as in the previous study. In addition, it requests an addition to this ceiling

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of 19 positions, allocated as follows in order of priority:

- 3 - for A & E clerks
- 11 - for Clerical Training
- 2 - for Reading Improvement
- 3 - for DD/S instructors

19 Total

25X9A2 This total of [REDACTED] is considered to be the minimum ceiling under which OTR can carry on present functions. If there is an Agency requirement for the publication of intelligence literature, and for the conduct of area training, additional positions will be necessary.

5. An approach to the general problem in terms of the practical business of getting within the ceiling leads to the same solution. Leaving the JOT's out of consideration, the OTR ceiling becomes [REDACTED]. As of 18 November, OTR was 7 over ceiling. Units have been held to their internal allocations, but attrition has not exactly balanced the number entering on duty. Eighteen persons are in various stages of processing into OTR; some of these hold commitments of long standing. Foreseeable rotations and resignations amount to about thirteen. Some of these represent specialized positions which will have to be filled in kind by persons as yet unidentified.

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6. This means in practical terms that OTR will be over ceiling by 15 - 25 persons for a considerable period, if it continues to honor commitments to individuals and components. The ceiling can be met by one of four actions: (a) cancellation of commitments; (b) further across-the-board reductions; (c) elimination of units comprising 15 - 25 individuals; or (d) a raise in ceiling of 15 - 25. The first two actions are not acceptable. The third does not really provide a solution, since presumably the slots gained by the elimination of units would not accrue to OTR, which would therefore be as far from ceiling as before. The solution acceptable to OTR is obviously the granting of a ceiling raise of 19 slots.

7. The scaling down of the request for additional slots from [REDACTED] to 19 is the result of a hard look at all units and activities of OTR, and should not be interpreted as implying that the request for [REDACTED] was padded. The further reduction in the Operations School and the abandonment of the Area Training Program are matters of considerable concern to me.

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25X9A2 Elimination of clerical training would have, I believe, serious consequences for the Agency. But if the OTR has not made its case, and is required to adjust to [REDACTED] it will get down to that figure according to the breakdown originally indicated. But a reasonable time will be required to accomplish this.

8. Reference (b) requests a study of OTR activities which might be accomplished by contract. This study is under way, and will be reported separately. At this point, it would seem that the disadvantages of contracting certain services will not be compensated by any corresponding advantages.



MATTHEW BAIRD  
Director of Training

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